



P.O. Box 15311 • 9255 Sturdevant Street • Pensacola, FL 32514-0311  
850.476.5110 • Customer Service: 850.476.0480 • [customer.service@ecua.fl.gov](mailto:customer.service@ecua.fl.gov)  
[www.ecua.fl.gov](http://www.ecua.fl.gov)



## **Emerald Coast Utilities Authority 2012 Annual Report**

EMPLOYEES/LEADERSHIP  
IN THE COMMUNITY

ECUA is committed to making a positive difference  
and improving the quality of life in our community.

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Our employees tirelessly contribute their time, resources and talents to several charitable efforts annually. Over the past 15 years, the ECUA Employees' Golf Tournament has contributed over \$133,000 to the Sacred Heart Children's Foundation.

Since 2000, members of the ECUA Employees' Christmas Choir have been dedicating their personal time to entertaining local retirement home residents with holiday music and festive songs. Choir founder Gabriel Brown says, "It doesn't cost anything to share love. The joy is free."

ECUA employees have hosted an annual Christmas party for the children of the Boys' and Girls' Club of Escambia County for fourteen years. Santa Claus and his elves are always a huge hit!

Events and organizations ECUA employees support include:

- Sacred Heart Children's Foundation
- The March of Dimes March for Babies
- Boys' and Girls' Club of Escambia County
- American Cancer Society Relay for Life
- Fundraising drives in support of the United Way, United Cerebral Palsy, and the Hawkshaw Lagoon Missing Children's Memorial

Photo from left: Cathy Laird, Sacred Heart Fund Development; Doug Gibson, ECUA; Ron Doolittle, ECUA; Dr. Henry E. Roberts, Sacred Heart Foundation; Bill Ellis, retired ECUA employee; Bobby Rogers, ECUA



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## MESSAGE FROM THE EXECUTIVE DIRECTOR

Last year, ECUA delivered a strong financial performance. Our healthy financial situation is best illustrated by our ability to reinvest in our programs, services and operations. We were disciplined and focused on improving our business, and we made good progress.

From the day our doors opened on Oct 1, 1981, ECUA's culture has been built on a central purpose and mission: providing quality services to satisfied customers, while maintaining a keen eye on our responsibility to be diligent stewards of the environment.

As a functional marriage of former City and County water and wastewater assets, we've been blessed with the good--our employees, and the bad--an ever-aging infrastructure. We continue to invest in both. We have 525+ hard-working, talented employees who serve over 300,000 residents on a round-the-clock basis. I appreciate all that our men and women do in delivering on our mission and in growing our services.

Our infrastructure needs pose the greatest challenge. We embarked this year on an aggressive 16-year endeavor to rein in Inflow and Infiltration (I&I), excess water that flows into our sewer pipes from groundwater and stormwater. I&I is costly to treat and reclaim, and adds an unnecessary burden, financially and operationally, to our reclamation facilities.

Our achievements have been remarkable. But as far as we have come in three short decades, there is so much more that we will do to make a difference for our customers, employees, and community.

### Developing our people

Nothing is more important to delivering on our mission than our people. We have the best talent in our industry, both at the leadership level and deeper within the organization. We are extremely focused on developing and promoting existing talent through programs like our Succession Planning initiative, designed to prepare employees for future opportunities, and through our licensure/certification program. We're proud to have one of the highest count of "A", "B", and "C"-licensed Water Operators in Florida, which is critical to our daily operations.

### Leading on social and environmental issues

Our Report is expanded this year to include more data and metrics, and looks at our progress and opportunities on social and environmental issues. We continue to expand our focus on these and other areas that are important to our community.

## Looking ahead

*Though we are never satisfied, I am pleased with our progress over the past year. The pages which follow, detail how each department has responded in creative and innovative ways to the challenges of these difficult times. We invite you to see how we work to ensure long-term customer value and deliver on our mission.*

"Doing the right thing" is imperative at all levels, from fiscal, social, and environmental standpoints, and integrity is rooted in our decisions and our culture. Thanks to our leadership on big issues, our relationships with our corporate and governmental neighbors and partners are stronger than ever. Our recent partnership with the City of Pensacola and Pensacola Energy on a joint Compressed Natural Gas (CNG) project is but one example. This innovative joint venture realizes financial and environmental benefits to our organizations, other local governmental agencies, and provides future opportunities for corporate fleets and individual CNG-powered vehicle owners in our area.

We are working hard to maintain the affordability of our services--our ever-expanding recycling program and the conversion to CNG-powered vehicles contribute to stable sanitation rates, and eliminating the fuel surcharge, while allowing for the expansion of yard and bulk waste collection services. Our water reclamation initiatives at the Central Water Reclamation Facility and on Pensacola Beach are contributing positively to our environment, enhancing our quality of life.

We are so proud of our employees, who contribute so much of their time and talent to dozens of vital organizations in our area: the United Way, American Cancer Society, and the March of Dimes, to name a few. Since 1999, our Employees' Annual Golf Tournament has raised over \$133,000 for the Sacred Heart Children's Hospital Foundation. I have every confidence that these fine men and women will soon reach the \$150,000 mark.

Stephen E. Sorrell, P.E., M.P.A.  
ECUA Executive Director, May 2013



**Dr. Larry Walker, PhD**  
Chairman · District Five  
(850) 723-6094  
Larry.walker@ecua.fl.gov  
Term expires November 2016



**Ms. Vicki H. Campbell**  
Vice-Chairman · District One  
(850) 475-8911  
Vicki.campbell@ecua.fl.gov  
Term expires November 2016



**Ms. Lois Benson**  
District Two  
(850) 429-8377  
lois.benson@cox.net  
Term expires November 2014



**Mr. Elvin McCorvey**  
District Three  
(850) 206-0642  
Elvin.mccorvey@ecua.fl.gov  
Term expires November 2016



**Mr. Dale Perkins**  
District Four  
(850) 982-1930  
daleperk@aol.com  
Term expires November 2014

The five elected members of the ECUA Board are charged with formulating and adopting policies, procedures, rules and regulations, including the setting of consumer rates necessary for the ownership, management, operation, and maintenance of ECUA's utility systems. Each Board member is elected from one of Escambia County's five electoral districts and serves a four-year term. The terms are staggered, with elections taking place at two-year intervals. Representatives of districts one, three and five are elected in the same cycle, while representatives from districts two and four are elected in the alternate election cycle.

The Board's business is conducted at public meetings scheduled on a regular monthly basis and held in the boardroom of the Emergency Operations Support Building on the ECUA Ellyson Industrial Park Campus, located at 9255 Sturdevant Street, Pensacola.

ECUA Board members may be contacted through the information listed on this page or by contacting Ms. Linda Iversen, Executive Assistant to the Board, at (850) 969-3302.



## Certificate of Achievement for Excellence in Financial Reporting

For the twenty-fourth year consecutive year, we applied for and received the Certificate of Achievement for Excellence in Financial Reporting. This certificate recognized the format of our Comprehensive Annual Financial Report for the year ended September 30, 2011. This report provides, in addition to the audited financial statements, historical information for the last decade on the ECUA's revenues, expenses, customer counts, volume of water pumped and various other data. It also provides a summary of the year's major organizational accomplishments and future goals.

## Wachovia Bank Payments

In 2010, the Accounts Receivable department worked with Wells Fargo to expedite payments and reduce the number of errors that were being made at the Wells Fargo Branches. ECUA received payment logs with the information from all the branches via an email worksheet. This method did expedite the posting of the customer's payments; however, we still had a number of payments that were being omitted from the worksheets and being posted to the wrong accounts. In 2012, we partnered with Wells Fargo to develop a process that uses an actual image of the deposit slip, with the customer's name, account number, and payment. This process is used for each deposit to our account daily. We have reduced the number of payment posting errors and missing payments.

## Customers' Reads and Billing

Finance Department staff worked to reduce the amount of time between the reading of a customer's meter and the issuance of a corresponding bill. Previously, this timeframe spanned up to three weeks, but staff reduced this process to two or three days between reading and billing.

## Accounts Payable Payment Processing

In early FY 2010, ECUA began offering vendors the option of receiving their invoice payments electronically. In FY 2012, we added 43 vendors, bringing the total of vendors taking advantage of this program to 221. Vendors value this feature as it has shortened the time between invoicing and payment. We appreciate the savings in printing and mailing costs, less vendor calls, lowered exposure to fraud and escheatment, and facilitated bank account reconciliation. Approximately 22% of vendor payments are made electronically.

The Purchasing (Visa) Card Program completed its ninth full year of company-wide usage. There are currently 235 Visa Cards being used by ECUA employees to purchase items costing \$2,499 or less. This program has proven to be a more cost-effective method of making small dollar purchases. Purchases using the VISA card for the fiscal year totaled \$1,697,304.



## Disposal Component on Residential Sanitation

In 2012, ECUA worked with Sungard HTE, our utility systems software provider, to break down the residential sanitation charge into disposal and collection components. This ensures that all components comprising the sanitation charge are accurately reflected.

## Department Statistics

In fiscal year 2012, the Accounts Payable Division processed 25,997 invoices for payment; the Purchasing & Stores Division prepared and processed 1,208 regular purchase orders, 305 blanket purchase orders, 122 emergency purchase orders, 18 formal bids and 11 construction bids and eight extensions; Payroll processed 48 new employees, 11 employees entered the drop program and 48 employees left ECUA's employment with 11 of them retiring. The ECUA Warehouse processed a total of 4,643 issue tickets consisting of 17,882 individual issues, with a total value of \$1,174,091. The value of the inventory on hand on September 30 was \$1,332,713.

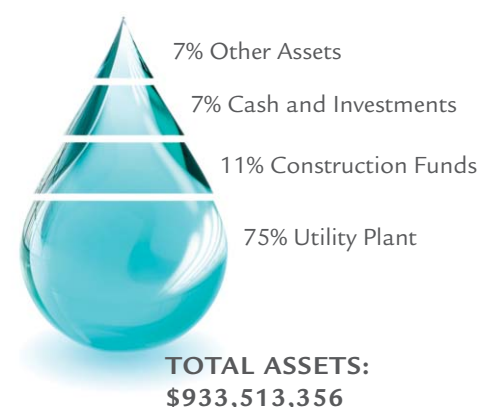
### REVENUES



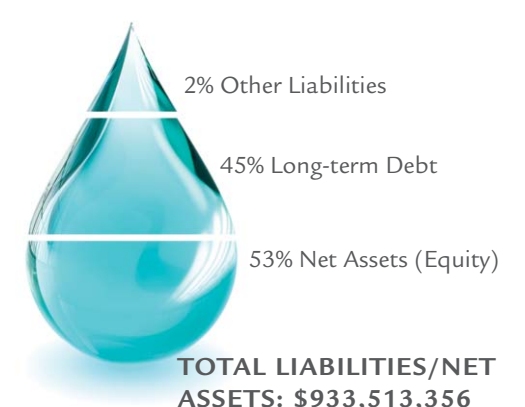
### EXPENSES



### ASSETS



### LIABILITIES/NET ASSETS



## ENGINEERING



### Central Water Reclamation Facility (CWRF)

Reclaimed water destined for use by our industrial partners, Gulf Power and International Paper, must be free of any residual chlorine by State mandate. Staff oversaw the permitting, design, procurement and installation of a dechlorination system at the CWRF. The design and selection of equipment have been completed, and the issuance of the DEP permit is anticipated in early 2013.

Engineering also assisted in the resolution of various issues with one of the major equipment suppliers (WesTech). This involved the review of field test data, coordination with the operation and maintenance staff, and negotiations with the process equipment vendor.

### Main Street WWTP Replacement

Construction contracts completed in 2012 included:

- Southern Transmission Main
- Central Transmission Main
- Central Water Reclamation Facility (CWRF)
- Lift Station 186 Transmission Main
- Gulf Power Reclaimed Water Transmission Main
- Effluent Spray Fields 1 & 19

Progress continues on closing out several other contracts, including the three regional lift stations and the Main Street WWTP demolition. Work continues on upgrades to existing lift stations, necessitated by the flow diversion to the CWRF.

### Sewer Expansion Program –

The past year has been a significant year for expansion of the ECUA sewer system into existing neighborhoods formerly served by septic tanks. The Lakewood area bordering Bayou Chico was retrofitted with sewers, allowing the phase-out of over 800 septic tanks. Escambia County contributed a significant amount of the funding for this area through the Community Development Block Grant (CDBG) programs. In all, six sewer expansion projects were completed this year.

### Sewer Expansion Projects

Project	Cost	No. of Services Constructed
Carolina Street (Ensley East)	\$40,000	17
Navy Point, Phase 2B	\$1,270,000	122
Lakewood, Phase 4B	\$1,010,000	166
Lakewood, Phase 5*	\$3,720,000	469
Lakewood, Phase 5, Basin 3	\$860,000	197
Perdido Key Drive**	\$2,050,000	66
<b>Total</b>	<b>\$8,950,000</b>	<b>1,037</b>

\* Includes three regional lift stations; HUD Disaster-funded project

\*\* Includes elimination of three existing ECUA lift stations, elimination of several privately-owned lift stations, upgrade of two ECUA lift stations, and gravity service to approximately 1,100 condominium units.

**Emergency Operations Support Addition (EOSA) Project** – Although construction continues to the Customer Service Building as a part of this project, major milestones were achieved in 2012. These include the relocation of the Administration, Finance and Human Resources Departments to the EOSA, allowing the former Human Resources Building to be demolished. Renovation and modification of portions of the Customer Service Building were completed, allowing the Engineering Department to relocate from the System Support Building.

The structures adjacent to the Ellyson fuel island were demolished after the power supply and controls for the fuel systems were modernized and relocated. Emergency power for the fuel island is now provided by the Customer Service Building's emergency generator. The construction of a parking lot and storm water control systems were completed in early 2013.



**ECWA/IP Pipeline and Wetlands Project** – a public/private partnership eliminating IP's discharge into Eleven Mile Creek and providing disposal capacity for ECWA and the IP mill. Effluent will move through the wetlands distribution system, filtered continuously until reaching Perdido Bay in pristine condition. The final segment of reclaimed water piping was completed in 2012, and the NPDES permit required to discharge ECWA's effluent to the new system was approved.

### Sewer System Rehabilitation/I&I Reduction

– The Department is providing project management of a multi-task, multi-year program related to Inflow & Infiltration (I&I) reduction. This work also complements and addresses issues related to sanitary sewer overflows. Construction continued throughout 2012 for cured-in-place pipe (main) lining (CIPPL), and test-and-seal Inflow & Infiltration services for the Downtown South Phase 1 and Pen Haven Phase 2 sewer service areas. Hydraulic assessments and flow monitoring continue in many other areas of the ECUA collection system in support of this project.

On a system-wide basis, using a proactive approach to identify and correct inflow and infiltration problems in the ECUA sewage collection system, the Engineering Department has continued to manage unit-price contracts for the cleaning and TV inspection of existing sewer lines, and for various trenchless methods of repairs for identified major rehabilitation needs. Using these contracts, 18,000 linear feet of pipe were cleaned and inspected, and 8,717 linear feet of pipe were repaired using trenchless lining methods.

**Utility Relocation Coordination** – Major roadway construction throughout the ECUA service area required extensive utility coordination and relocation on City, County, State, and Federal projects. ECUA strives to

integrate utility infrastructure developments with these efforts to minimize relocation scope and costs and customer impact as much as possible.

### CDBG-Funded Fire Hydrant Program –

We oversaw approximately \$150,000 in line upgrade work to provide adequate water for fire protection. This year the project, funded through the Escambia County CDBG program, involved 4,022 LF of pipe and six fire hydrants.

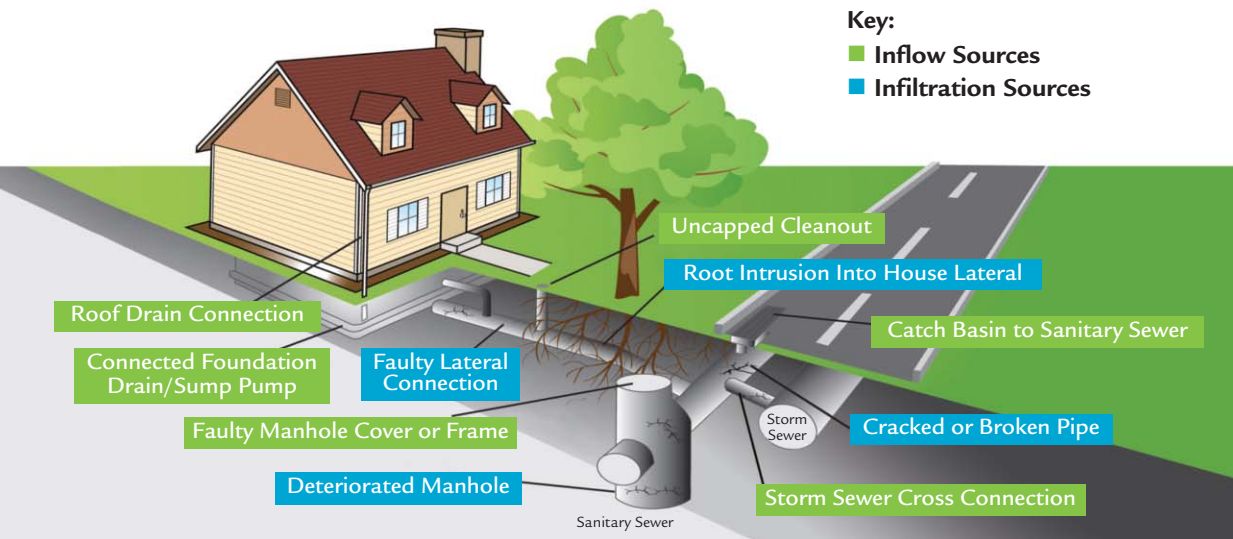
### Water Service Renewals –

We directed ECUA's continuing commitment to replacing water service lines within the system. Approximately 1,442 services were replaced in 2012.

**Bayou Marcus Headworks** – This project entails the installation of fine screens at the head of the plant, and the installation of grit removal and handling equipment. Design has progressed to the 90% level. Construction should be complete before the end of 2013.

**Lift Station Rehabilitation** – This year has seen the completion of major upgrades at the Woodrun, Scenic Hills, Greenbrier, Blue Angel, and Pen Haven Lift Stations. Work was initiated on several other lift stations including the Ellyson (Addison Drive) Lift Station.





## What it is and Why it Matters

ECUA has committed considerable resources to the issue of sewer inflow and infiltration (I & I) in the last two fiscal years. This is an issue that affects, and is of great concern to, wastewater utilities throughout North America. ECUA has laid out a plan to address the situation over the next 16 years. Protecting public health, the environment, and decreasing wastewater treatment costs are the benefits of a regional I&I control program.



## What is I&I?

Excess water that flows into sewer pipes from stormwater and groundwater is called inflow and infiltration, or I&I. Groundwater (infiltration) seeps into sewer pipes through holes, cracks, joint failures, and imperfect connections. Stormwater rapidly flows into sewers (inflow) via roof drain downspouts, foundation drains, storm drain cross-connections, and through holes in manhole covers. Most I&I is caused by aging infrastructure that needs maintenance or replacement.

## Why Is I&I a Problem?

Extra water in the sewer system is a problem because:

- It takes up capacity in the sewer pipes and ends up at the water reclamation facilities where it must be treated like sewage, increasing treatment costs.
- Over time, it requires new and larger wastewater facilities to convey and treat larger volumes of flow, resulting in higher capital and operating expenditures.
- I&I flows contribute to sewer system overflows into local homes and the region's waterways, negatively impacting public health and the environment.



2012 saw the ECUA's Information Technology Department assist with in-house requests for computer automation, provide timely access to data, and perform other supporting roles – all at a time when ECUA is experiencing a growing demand for new and improved computer capabilities and communication.

The GIS Division completed its transition back to the Information Technology Department, while undertaking a major upgrade to the latest version of the GIS software. This upgrade incorporated the implementation of a new GIS database design and new symbology for GIS web applications, and impacted over 50 ECUA employees and two servers. Staff assisted with the establishment and mapping of new water sample sites within the ECUA's service area and completed an audit of the GIS fire hydrant database. Finally, GIS staff also performed training sessions for ECUA employees on the GIS software.

In 2011, the ECUA outsourced the printing of our utility bills and delinquent notices to Pinnacle Data Systems. In 2012, our focus turned to redesigning the bill to incorporate budget billing information within a refreshed, updated look. The newly-redesigned bills began mailing to customers in January 2013, with the introduction of the Budget Billing program.

**IT Staff began work on the development of a wireless work order application, which will give our Regional Services and Sanitation staff members the ability to manage work order information electronically while in the field. We will begin field testing this application in the first quarter of 2013.**

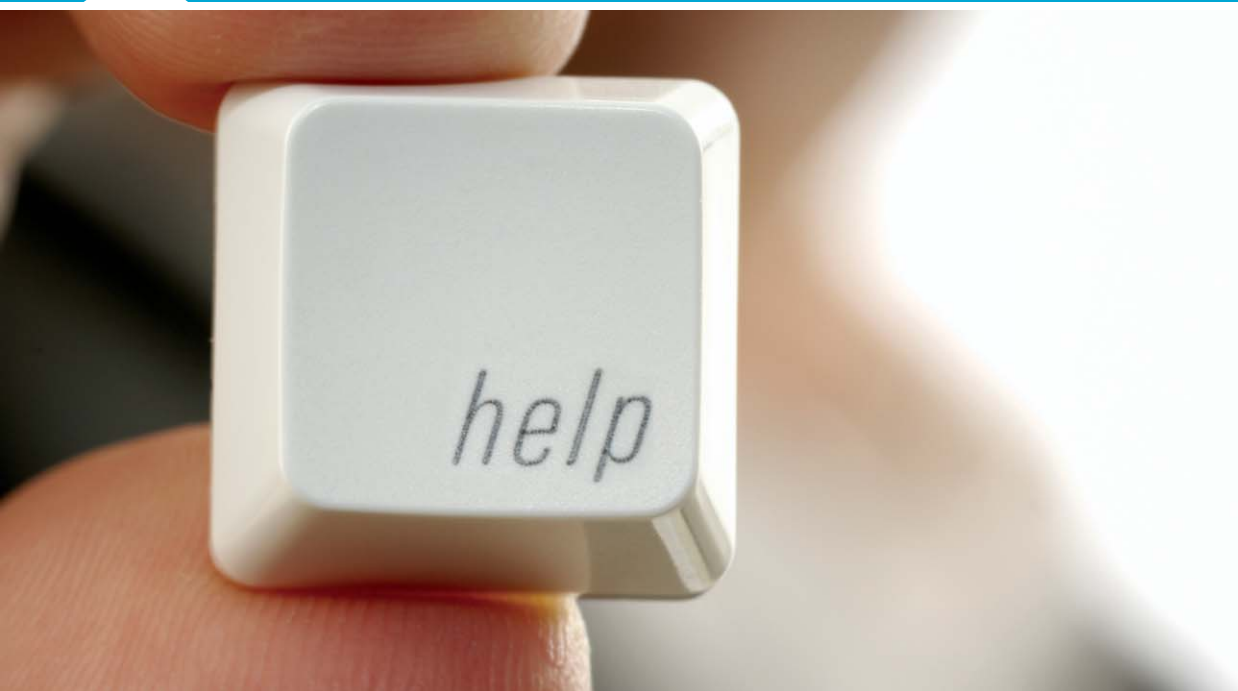
The IT Department converted all of the computers on the ECUA's network to the Dynamic Host Configuration Protocol (DHCP). DHCP is an internet protocol (IP) standard designed to reduce the complexity of administering address configurations by using a server to centrally manage IP addresses on a network. This conversion will reduce errors and prevent address conflicts and will also reduce the time required to configure a computer added to the network.

Last year, the IT Department began a migration to a new email server and a new domain name: ECUA.FL.GOV.

This year, after the completed migration, more than 190 ECUA employees have email access. The new server provides our employees more reliable email service and features such as online calendars and messaging.

The Department installed wireless networks in the ECUA Board room and at the Central Water Reclamation Facility's administration building. These new networks give the Department greater flexibility in providing data service for our employees.

Finally, the IT Department created an E-Notification module that generates an email message to customers, informing them that their current bill is available for viewing on the ECUA's Click2Gov web site. This service is a part of our conservation effort, and is a cost savings for the ECUA. By accessing the ECUA's Click2Gov web site, customers may view their utility bill on the same day that it is generated on our system. The customer has the choice to receive the E-Notification only, a paper bill only, or a paper bill and an E-Notification.



## Customers are our driving force.

In an effort to respond to our customers' needs more effectively, we focused our energies in 2012 on the reorganization and prioritization of our Customer Service personnel's functions. Changes to Customer Service Leads, Communications, Walk-ins and Processing areas now allow for more coverage on the phones during our peak times, which decreased the number of abandoned calls.

In that same vein, we added a training session to our quarterly staff meetings, which gives us the opportunity to promote total customer service with our Customer Service Specialists (CSS). We revised our training for new employees, impacting our new hires' ability to handle calls independently and more quickly. This process change has also contributed to a decrease in abandoned calls.

### By The Numbers

Calls answered . . . 331,982  
Emails answered . . . 6,118  
Customers set up  
with e-notification . . . 1,918

A physical reorganization factored in our year as well. We swapped our Communications area with that of the Fats, Oils & Grease (FOG) division, allowing for better interaction and information exchange between with the CSS and the Communications staff. The Customer Service personnel can better monitor the operations of both areas, to assure accuracy and professional service to our external and internal customers.

Finally, we partnered with our colleagues in IT and Billing Management to create a new bill format, in anticipation of our Budget Billing option. The new format began with billings in mid-January, 2013.



## For The FOG Division, public outreach and education are the key to accomplishing our mission.

As such, we look for all opportunities to spread the FOG message. Our endeavors this year included: presenting at the Emerald Coast Environmental Health Association (Escambia County, Santa Rosa and Okaloosa County Health Departments) annual training day; providing follow-up training to the Escambia County School District Annual training day for cafeteria personnel; we presented at the National Association of Clean Water Agencies Pretreatment and Pollution Prevention Workshop Seminar, held on Pensacola Beach in May

### By The Numbers

The FOG Inspectors made 2,773 visits, inspections and re-checks of all Food Service Establishments and FOG customers.



We participated in Bay Day 2012, where over 800 area sixth-graders learned about the proper disposal of FOG; the Corry Station and NAS Pensacola Annual Earth Day Celebration; the Ensley Fire Department Open House; and the Sacred Heart Annual Pumpkin Run.

Targeting neighborhoods where sanitary overflows are concentrated, we began to seek out homeowners' associations, neighborhood watch groups and apartment complexes. This year, our FOG inspector visited the Bayou Place Neighborhood Watch Association and the Lamplighter Apartments, to name a few.

Finally, in 2012, the Protector of the Environment Award (POE) was presented to the Escambia County School District and Wendco Inc. These two local groups were recognized for their use of best management practices in the proper disposal of fats, oils and grease from their industrial kitchens.



## SHARED SERVICES: Human Resources & Administrative Services



The Human Resources and Administrative Services department staff had a very productive and opportunity-filled year, driven by the word “change”.

The department experienced a change in leadership when the Director of Human Resources resigned in the second quarter of 2012. Other significant changes: two key staff members retired in the third and fourth quarters of 2012; and before the Risk Management division returned under the full direction of the HR department. Even an office location change was in the Department’s cards as HR physically relocated to the new Emergency Operation Support Addition in late summer. With proactive planning and teamwork, we remained fully operational through all these dynamics.

### Enhanced Corporate Communication & Employee Relations

Timely communication continued to be the focus of our employee meetings, quarterly location visits by the HR staff through the “HR-on-the-Road” Program, and the distribution of HR Bulletins and For Your Benefit newsletters.

Worksite Committee employee representatives participated in two bimonthly worksite groups, to address employees’ workplace concerns. Through in-depth discussions and research, areas of concern were identified, recommendations offered, and warranted changes implemented.

### Benefits Management

Negotiations for the 2013 plan year yielded an overall .15% premium increase to ECUA for health care coverage with our current provider, Blue Cross and Blue Shield of Florida (BCBS). This slight increase included a minor modification in the design of the Health Savings Account (HSA) plan. Additionally, ECUA increased its contribution into employees’ health savings accounts to \$1,000 for employee-only coverage and \$1,500 for family coverage. These changes represent the first phase of the ECUA’s three-year benefit strategy to contain medical insurance costs.



A Medicare Advantage health plan, BlueMedicare, was added to the benefits package in 2012, enhancing our retirees’ benefit coverage options. Eligible retirees experienced a 29% - 45% premium reduction when electing one of the Medicare plans over a regular group plan.

In 2012, ECUA expanded its online enrollment process to include all benefits — health, dental, life, disability, vision, and flexible spending accounts. Approximately 400 employees and their family members engaged in this time-saving process, facilitated by the 15 informational open enrollment employee meetings held by our team prior to the enrollment period.

**Employee-Related** — HR staff initiated, monitored, and completed the annual employee performance review process for 500+ employees. We verified enrollment for 13 eligible/approved drivers for the ECUA 2012 Emergency Call Out /Haz-Mat Driver’s Program. These drivers, experienced at hauling fuel and holding haz-mat and tanker endorsements, are now available to haul these materials during any declared emergency. During the recruitment process, HR staff conducted specific testing and skills assessments for 100+ applicants. Finally, we conducted a full analysis of the State of Florida driving records for 400+ employees, to ensure all drivers are in compliance with federal and state law, and ECUA policy.

The human resources staff participated in over 13 local job fair and charity fund-raising events, including the American Cancer Society (ACS) “Relay for Life”. We coordinated two blood drives with the American Red Cross, which welcomed neighboring companies in the Ellyson Industrial Park.

A departmental triumph — the newly re-crafted 2012 Human Resources Manual/Employee Handbook was distributed to all employees via hard copy, compact disc, electronic version, or the ECUA’s intranet site, The Clarifier, ensuring a current manual is always accessible.

### HR Processes, Data, & Analysis

In our quest to provide improved service through better uses of technology and data analysis, we:

- Provided summary reports to illustrate employee demographics, turnover trends, recruiting activity, sick leave used, training hours delivered, cost and number of general liability claims serviced, number of vehicle accidents, workers’ compensation claims filed, premium vs. claims health care costs, average compensation with and without benefit, and all FMLA activity.
- Implemented a successful temp-to-hire program for three of the most frequently recruited positions (Customer Service Specialist, Wastewater Operator Trainee, and Utility Service Technician Trainee) with local staffing agencies.

### By the Numbers:

- Our staff conducted 3,218 hours of safety training.
- 102 General Liability claims were opened and serviced; 92 vehicle claims, 52 claims that were the responsibility of a contractor, and investigated 11 claims of theft and/or damage to equipment or service.
- HR staff earned in excess of 80 CEUs as a team.
- Responded to approximately 1,500 benefit-related requests and inquiries from employees, retirees, and their family members.
- 137 employees received ECUA-provided flu shots at their worksite.
- Offered 20 online Job Application training classes.
- Successfully filled 80 vacancies; conducted new-hire orientation for 80 new employees.
- Screened and reviewed over 3,000 online job applications.





### Health and Wellness Results

Made possible by the BCBS wellness stipend, the Healthy Choices Reimbursement Program was enhanced and expanded — the fiscal year employee reimbursement maximum doubled to \$200; reimbursable fitness and weight management options expanded. The result: 110 reimbursements totaling \$11,650 — a 1000% increase over the 2011 total. ECUA employees continued to pursue weight management goals — almost 700 total pounds were lost, with individual successes ranging from 25 to 80 pounds. Guided by the Healthy Choices concept, our Wellness Committee implemented its first “Free Fruit Day.” Each employee received a bag of fruit and tips for developing healthy dietary habits.

### Job descriptions, Classifications, and Compensation

In early 2012, each employee was provided a Personal Benefit Report for calendar year 2011, which included information on their total compensation value, including earnings, ECUA-paid insurance benefits, and ECUA’s retirement contribution.

HR staff completed a comprehensive review of the ECUA job classifications and pay structure. 146 job classifications were analyzed, and existing pay grade levels were brought into alignment with the market data; 32 classifications decreased in pay grade, and 33 positions increased in pay grade.

### Employee Career Development Initiatives

Our Succession Planning initiative saw designated employees throughout key divisions take on supervisory assignments, on a rotational basis, to prepare high-potential employees for future opportunities. We expanded the career progression structure for Lift Station, Industrial Plant and Water Production Mechanics, and Industrial Instrument/Electrical Technicians. Water Distribution System licensure is required by the State of Florida for Water Production Mechanics, and therefore critical to our daily operations. Additionally, individual career counseling sessions assisted employees seeking growth and opportunities to identify their strengths and areas for improvement.



Our new fleet of CNG-powered vehicles saves on fuel consumption costs, brake wear and associated expenses, and eliminates the need for diesel particulate filters (DPF) on the vehicles’ exhaust systems.

### Fleet Services

In October, 2010, a hydraulic hybrid refuse collection vehicle was added to the Sanitation fleet, and we began testing and recording the vehicle’s performance. The hybrid vehicle performed very well during the past two years, with only minor maintenance issues. Results continue to show an improvement in the fuel consumption rate – from 1.83 miles per gallon (MPG) for the standard diesel-powered vehicle vs. 2.21 MPG for the hybrid vehicle.

As an additional benefit, a dramatic reduction in brake wear was realized. A standard collection vehicle has three to four brake replacements per year, at a cost of \$2,000 each. In contrast, the hybrid vehicle had no brake replacements during the first two years of operation, finally showing enough wear to require a brake replacement in October 2012, which saved approximately \$16,000 in maintenance costs. If that

pattern of brake life were to continue over the life of the vehicle, the ECUA would realize savings of approximately \$56,000 per vehicle. The ECUA purchased the CNG vehicles with a braking system similar to that found on the hybrid truck. The ECUA is also working with the manufacturer of the Hybrid system to adapt it to CNG-fueled vehicles.

The Fleet Services Division played a major role in the conversion of the Sanitation Fleet to CNG-powered vehicles. Our mechanics were provided with multiple training sessions to provide the required knowledge to safely repair CNG-fueled vehicles, and allows the ECUA Fleet Services mechanics to become certified in CNG tank inspection and engine conversion. These certifications are required in order to re-certify the ECUA CNG vehicle fuel tanks every three years.

### Commercial Division

The commercial roll-off operation experienced a decrease in requests for service in FY 2012. Roll-off services provided 1,756 service pulls and 433 container deliveries throughout the year. The total number of requests for roll-off service was 2,189, which is a 25% decrease when compared with FY2011. Staff believes the decrease is due to heavy rains during the summer and the continued downturn in the economy, which limited construction activity. The ECUA Sanitation roll-off service is a major benefit to other ECUA departments as this service provides other ECUA departments with an in-house roll-off service provider, at rates below those offered by the private sector.

Commercial dumpster operations resulted in the collection of 8,846 tons of garbage from locations on Pensacola Beach.



## SHARED SERVICES: Sanitation



**Recycling Division** – ECUA's curbside recycling program continued to expand in FY2012. As of October 1, 2012, approximately 45,381 (or 62%) of customers were participating in the program. During the last week of November, 2011 a record-breaking total of 262 tons of material was collected in one week. During FY 2012, the recycling program collected 10,357 tons or over 20.7 million pounds of recyclable material. During FY 2011 9,148 tons of recyclables were collected, therefore the amount of recyclables collected in FY 2012 increased by 1,209 tons, or over 13%.

During FY 2012 the expansion of multi-family and commercial recycling services on Pensacola Beach continued. The program has been well received by these customers and is continuing to grow, with over 60 locations now participating on Pensacola Beach.

Staff attended multiple events, neighborhood association meetings and schools to provide information and answer questions regarding the ECUA recycling program and Sanitation services. Staff usually takes a CNG or the Hybrid collection truck to these events, which allows customers and children to see these vehicles in person and ask questions.

West Florida Recycling continues to provide the processing of recyclables for ECUA and moved into a new facility in early 2013, in order to handle the increased volume generated by the success of our curbside recycling program.



**Yard and Bulk Waste** – During FY 2012, ECUA yard trash crews collected 17,990 tons of yard trash. This is an increase of 639 tons when compared to FY 2011. This increase is a result of the relaxation of yard trash collection limits due to the lower disposal pricing we experienced from the use of the C&D pits for yard trash disposal. On August 1, 2012, yard trash collection limits were greatly expanded. The published limits of two six-foot-by-six-foot piles and up to 20 bags or cans of yard trash serve to ensure that ECUA collection crews can still complete the assigned collection routes within the collection day during the two heaviest months for yard trash collection, March and April.

### Bulk waste crews collected 3,590 tons of waste materials in FY 2012. Sanitation's bulk waste collection program was enhanced beginning August 1, 2012.

Savings realized from the conversion to CNG-fueled vehicles allowed for a quadrupling of the frequency of service—from monthly to weekly—and the ease of no longer requiring customers to call in to request a bulk waste pick-up. For years some neighborhoods experienced problems when residents would place waste at the curb and then never call for a pick-up. During the first two months of the new bulk waste program staff received a number of positive comments regarding the increased service and the improved appearance in the neighborhoods. This change also reduced the number of Sanitation-related calls made to the Customer Service Department, which in turn, reduces demand on the entire ECUA phone system.

In FY 2012, ECUA Sanitation crews continued assisting the Escambia County Neighborhood and Environmental Services Department and the Escambia County Sheriff's Office with the Clean Sweep Programs. In these programs, Escambia County or Sheriff department staff identify neighborhoods in need of clean ups. The County provides notice to the residents, and on the date set by the county, Sanitation provides crews and equipment to remove all trash placed at the curb. The County pays all tipping fees and reimburses the ECUA for expenses. 18 clean ups were completed during FY 2012, in which 620 tons of debris were removed and disposed of.

### Household Hazardous Waste (HHW) collection program

– ECUA Sanitation crews continued curbside collection of tires, propane tanks, batteries, household electronics and appliances as part of the HHW program in FY 2012. The program generated 5,208 (5,708 in FY 2011) requests for pick-up of various items during FY 2012 and continues to be popular with customers. During FY 2012, 53 tons (68 tons in 2011) of electronics, 43 tons (54 tons in 2011) of appliances, and 44 tons (41 tons in 2011) of tires were collected. Approximately 100 batteries and propane tanks were also collected as a result of this program.

The ECUA Sanitation HHW curbside collection program also continued during FY 2012. This program resulted in the collection of 147,942 pounds or 73.97 tons of paint, chemicals, fluorescent light bulbs and other types of HHW. We have experienced no collection problems with this program and the service has proven to be very popular with customers.



### Residential Division

In FY 2012, each of ECUA's 74,000 residential customers generated an average of 1.27 tons of waste. This resulted in collection of a total of 71,931 tons of residential solid waste during the fiscal year. This is an increase of 1,692 tons when compared to FY 2011.

Staff believes the primary reason for the increased tonnage is the heavy rainfall totals during the summer months. The cost of disposal increased due to the additional tonnage as well as another rate increase at the Perdido Landfill. The total disposal cost for residential garbage disposal was over \$3.2 million dollars. Staff continued evaluating the current disposal system and ECUA's options for disposal of waste collected by Sanitation Department during FY 2012.

### Compressed Natural Gas Fleet Conversion

In November 2011, The ECUA Board approved an agreement with Energy Services of Pensacola (ESP) to provide a compressed natural gas (CNG) fueling station at the Sanitation Complex off Pine Forest Road. Construction of the facility began in February 2012 and was completed in August 2012. The CNG facility, which is one of the largest in the southeastern United States, includes two fast-fill pumps and 90 individual slow-fill stations. The ECUA Board also approved the purchase of 50 new CNG-fueled sanitation trucks in December 2011. The Sanitation Department received these vehicles in June, July and August and began collection utilizing the new CNG vehicles on August 21, 2012.

During the first two months of operation, the CNG vehicles experienced only minor problems and

A decrease in maintenance costs is expected for the CNG vehicles due to the elimination of the diesel particulate filter system on CNG vehicles and the reduced brake wear due to the new Allison retarder system that was specified on the CNG vehicles.

have proven to be very reliable. ECUA's contract with ESP allows Sanitation to purchase CNG at a very low rate, equivalent to a \$3 per-gallon savings when compared to diesel fuel. Sanitation realized a fuel cost savings of approximately \$200,000 during the first two months of CNG operations. Due to the lower cost of CNG fuel, the monthly residential fuel surcharge was reduced from \$1.47 per month to \$0 in October 2012.



## SHARED SERVICES: Communications & Government Affairs



### By the Numbers:

- 80 public speaking appearances.
- Developed 288 news stories.
- 90 news releases.

### Events

Our staff coordinated several significant events throughout the year with numerous community partners:

In April, ECUA public information staff coordinated and designed the PR and Media campaign for the annual Pharmaceutical Round-Up held in conjunction with the Escambia County Sheriff's Office, Pensacola Police Department, CDAC, and CVS Drugs.

In May and October, with our partners at the City of Pensacola and Pensacola Energy, we marked the groundbreaking and ribbon-cutting ceremonies of the Compressed Natural Gas Refueling Facility.

August marked ECUA's "Back to the Future" event with the official "return" of the Main Street Wastewater Treatment Plant site to the community, ready for a brand new future.

In conjunction with the Florida Small Business Development Council (SBDC) Procurement Technical Assistance Center Program, we held three workshops aimed at assisting small and minority-based businesses learn how to "do business" with ECUA.



### SWANA Award

Through its 2012 Excellence Awards program, the Solid Waste Association of North America (SWANA) presented the ECUA with two awards. The Public Information Division was honored with the prestigious Gold Award in the Public Education category, for the outstanding public education campaign that our staff developed and implemented in the start-up and subsequent enhancements of the curbside recycling program.

### American Advertising Federation ADDY® Awards

Public Information staff creates or directs the design of all advertising and public education materials used by the ECUA. Our staff's work earned two Silver ADDY® Awards: for ECUA's 2011 Annual Report and various ads and collateral materials developed for the Recycling Program.

### ECUA in the Media

In addition to day-to-day communications, our staff coordinated 20-plus articles and features in local and national press related to the CNG Fleet and Fueling Station Project. Among those were features that appeared in the San Francisco Chronicle, US Gas Vehicle, the Pensacola Energy "Naturally" Newsletter and 850 Business Magazine.

The Florida Specifier magazine featured a cover story on the demolition process of the Main Street Wastewater Treatment Plant, focusing on the associated environmental and economic impacts.

The Gosport, Pensacola's Military newspaper, featured numerous stories throughout the year related to: "Fats, Oils, and Grease" Program, "Cooking Oil and Grease Disposal Stations," ECUA's "Earth Day" and "Go Green Week" events, and the "Freezing Pipes" programs.

WEAR-TV 3 produced two features: the present and future aspects of the water reclamation activities on Pensacola Beach, and the ECUA's Bulky Waste Program, which provided information on the expanded Bulky Waste and Yard Waste Programs.



In our ongoing effort to disseminate information in a timely and targeted manner, we introduced the ECUA Alert Line to our communications toolbox.

### New Technology

The Alert Line allows for remote recorded phone messages, which can be used to notify incoming callers to ECUA about any alert situations, when our phone lines might otherwise become overloaded. This system is used on occasions of reduced water pressure in specific areas, precautionary boil water notices, road closures, or water interruption notices, and is always used in tandem with the standard release of information via website, media notifications, or news releases.

Public Information staff assisted in the production of an ECUA /Wes Tech Video Feature, which was showcased at the WEFTEC national conference in New Orleans. For internal training purposes, staff scripted, shot video footage, produced, directed, edited, and wrote the ECUA Customer Service Specialist Instructional DVD 10-unit set. This production, was developed and coordinated with various ECUA departments.



## UTILITY OPERATIONS: Water Production



The ECUA provides water to the majority of residents in Escambia County. Our professional staff includes state-licensed water plant operators, professional engineers and a variety of support staff. During 2012, the ECUA pumped, treated and delivered to customers a total of 11.4 billion gallons, which averages out to approximately 31.3 million gallons per day (mgd). The maximum production day for the ECUA water system during the year was 50.2 mgd.

### The ECUA's responsibility to provide water to its customers includes planning for future growth of the system.

We are in the process of updating our 20-Year Water System Master Plan, and ECUA staff committed significant energy toward improving and expanding the Authority's future water supply. These improvements include: planning and design of a new water treatment facility, a 2.0 million gallon (mg) ground storage tank, and a pumping station at the Carriage Hills well site; design of a new pump facility and 2.0 mg ground storage tank on Mobile Highway; installation of a permanent emergency generator at the Kingsfield Well (a key water supply source for the northern portion of our service area); and the respective repair and design

for replacement of two separate ground water storage tanks on Pensacola Beach.

One major effort toward expansion of the water supply was the continuation of the analysis and evaluation of development of a new wellfield on the property surrounding the Central Water Reclamation Facility. This proposed wellfield has the potential for establishing a reliable water source for future demands, on property owned by the ECUA, thereby establishing control of surrounding land uses and the resulting protection of groundwater quality. These system improvements implement recommendations in a previously completed 20-year Master Plan, a goal of which is to optimize ECUA's use of its existing facilities, and the development of sound options for future water supply for our customers.

The Water Production Department also oversees the ECUA's SCADA (Supervisory Control and Data Acquisition) operations, through which the ECUA staff monitors, manages and records operating data for system components such as water wells, tanks and lift stations. This group of employees is instrumental in the review and issuance of precautionary boil water advisories, sewer spill reporting, and conducting the annual chlorine safety training for all Water Production personnel. Most of these employees have earned and maintain appropriate state licenses for system operations. SCADA controls the operation of the wells, tanks, pump stations and some aspects of the water transmission system, and monitors the Lift Station collection system.

In addition to SCADA operations, the Water Production Department includes 13 field operators who are responsible for the operation of 32 well sites, 3 major pumping facilities and 11 tank sites, ensuring proper quantity and quality of water delivered to ECUA customers..



The ECUA's Well Maintenance staff completed a busy year. Their activities included: continuation of a program for the upgrade of chlorine feed equipment at all well sites; repair and maintenance of other chemical feed systems at well sites; continuation of a testing program for all generators at water wells to ensure the provision of short- or long-term emergency power during line power interruption; and the safe completion of all maintenance and repair activities without any accidents. Well Maintenance staff coordinated and assisted with several pilot projects at ECUA's Davis Highway Well.

### Other Divisions within the Water Production Department also performed admirably through the year.

Water Production maintains its involvement in state and national utility organizations such as the American Water Works Association (AWWA), the Florida Section of AWWA, the Florida Rural Water Association, the Northwest Florida Utility Management Council, the American & Florida Water Resource Associations, and others.

The Laboratory Division (QA/QC - Quality Assurance/ Quality Control) staff helped our Lab maintain its State Certification through participation in, and passing, four Proficiency Testing Evaluations. In addition to conducting standard analytical tests for the ECUA's three water reclamation facilities, the

QA/QC Division completed various sampling and testing requirements established in the Safe Drinking Water Act. The Lab also performed bacteriological sampling and testing for water main shutdowns. The Environmental Controls Division continued its administration of the ECUA's Cross Connection Control Program, aimed at preventing any possible contamination of the potable water system. The number of backflow prevention devices monitored and tested through this program increased in 2012 by approximately 3%, having closed the year at 9,762 devices.



## UTILITY OPERATIONS: Regional Services

The Regional Services staff provides a valuable tool in the ECUA's program to reduce sanitary sewer overflows (SSO).



The Regional Services staff also dedicates effort and resources to the ECUA's drinking water infrastructure. The Department's hydrant flushing program helps to keep water lines clear and eliminates stagnant water in dead-end lines. The staff also tests and repairs all commercial water meters throughout the year, helping to ensure accurate water consumption readings and related billing accounts.



The Regional Services Department is preparing for the retirement of several supervisory team members during the next few years. Based on that pending loss of talent and institutional knowledge, the ECUA management team has designed and implemented a Succession Planning program, designed to identify and provide existing employees with formal and on-the-job training to prepare them for increased managerial responsibilities.

### The training includes a variety of steps including:

- (1) Region/Division Rotation – each employee works in various divisions to gain an understanding of the varied Department-wide functions and responsibilities;
- (2) Employee Boot Camp – each employee completed this course, provided by an outside agency specializing in employee development;
- (3) Supervisory Training – an in-house program aimed at developing supervisory skills;
- (4) Self Evaluation – each employee is urged to identify their strengths and weaknesses, including a plan to address the weaknesses;
- (5) Succession Planning Checklist – a formal, written instrument, that tracks individual progress in each

employee's development. The implementation of this Succession Planning program will reduce the impact of the departure of the current supervisory team when that time arrives.

The Wastewater Maintenance Division purchased a 4-wheeler (all-terrain vehicle) to allow the staff greater access to collection system mains in remote and overgrown easements. The annual grease and root treatment program helps reduce conditions in the collection system that cause SSOs, and the sewer main cleaning program cleared more than 5,000 feet of pipe to reduce blockages that cause SSOs. The Division staff also identifies Inflow & Infiltration (I&I) problems, providing information necessary for specialty outside contractors to corrective actions.

Recent requirements established by the State of Florida obligate proper licensing of utility systems' employees. The Regional Services staff members have excelled in earning the needed licenses, with many earning advanced licenses beyond the basic level required by the State. This dedication to service is evident in the fact that the Department increased the number of completed work orders this year by an increase of more than 9% in comparison to last year's total.



## UTILITY OPERATIONS: Water Reclamation



The ECUA takes its responsibility of water resource management seriously through its ownership and operation of three water reclamation facilities (WRF).

Our newest and largest plant is our Central Water Reclamation Facility (CWRF). Permitted at 22.5 million gallons per day (mgd), the CWRF replaced the former Main Street Wastewater Treatment Plant and has been on-line since August 2010. The Bayou Marcus Water Reclamation Facility (WRF) is the ECUA's second largest water reclamation facility, and is permitted at 8.2 mgd. The ECUA's third treatment facility is the Pensacola Beach Wastewater Treatment Plant (WWTP), on Santa Rosa Island, permitted at 2.4 mgd.

The ECUA was the recipient of the 2012 National Environmental Achievement Award in the Operations & Environmental Performance category for the Main Street Replacement Project. The award was presented to ECUA by the National Association of Clean Water Agencies (NACWA) in February 2012.

The Main Street Wastewater Treatment Plant Replacement Project was recognized by Water & Waste Digest through its inclusion in their list of Water and Wastewater Top Projects for 2011. The project's appearance in this Top Ten list is notable in that it is a first for ECUA. The editors of Water & Waste Digest remarked that the project's water reuse program with its industrial partners puts the project "in a class of its own."



The ECUA processed over 7.6 billion gallons of wastewater at its three water reclamation facilities through the past year, for an annual average of 20.85 mgd.

Approximately 86% of that annual total is directed to beneficial reuse. The ECUA provided over 60% of the total reclaimed water (more than 4.5 billion gallons in 2012) for beneficial reuse through its agreements with industrial reuse partners. In addition to the beneficial industrial reuse, ECUA discharged approximately 26% of its total reclaimed water this past year (more than 1.9 billion gallons) through its wetlands application system at the Bayou Marcus WRF. The ECUA, through its innovative partnership with the Santa Rosa Island Authority, supplied a daily average of 57,000 gallons of reclaimed water from the Pensacola Beach WWTP for irrigation of the public rights-of-way on Pensacola Beach, providing a significant reduction of potable water use.

The ECUA expanded and improved operations at all three of its water reclamation facilities.

At the CWRF, the staff began operation of septage receiving and treatment facilities, assuming the function formerly provided by a contract operation whose treatment performance was frequently and significantly problematic. The ECUA's operation of the new septage treatment facilities conforms to regulatory requirements, is reliable and consistent. Also at the CWRF, we upgraded motors at the reclaimed water pump station to allow us to provide additional reclaimed water to International Paper, one of our industrial reuse partners.

At the Bayou Marcus WRF, we expanded the wetlands application system to include the ECUA property on the south side of Bayou Marcus. This system expansion increases our wetlands application capacity to 10.25 mgd, providing additional discharge

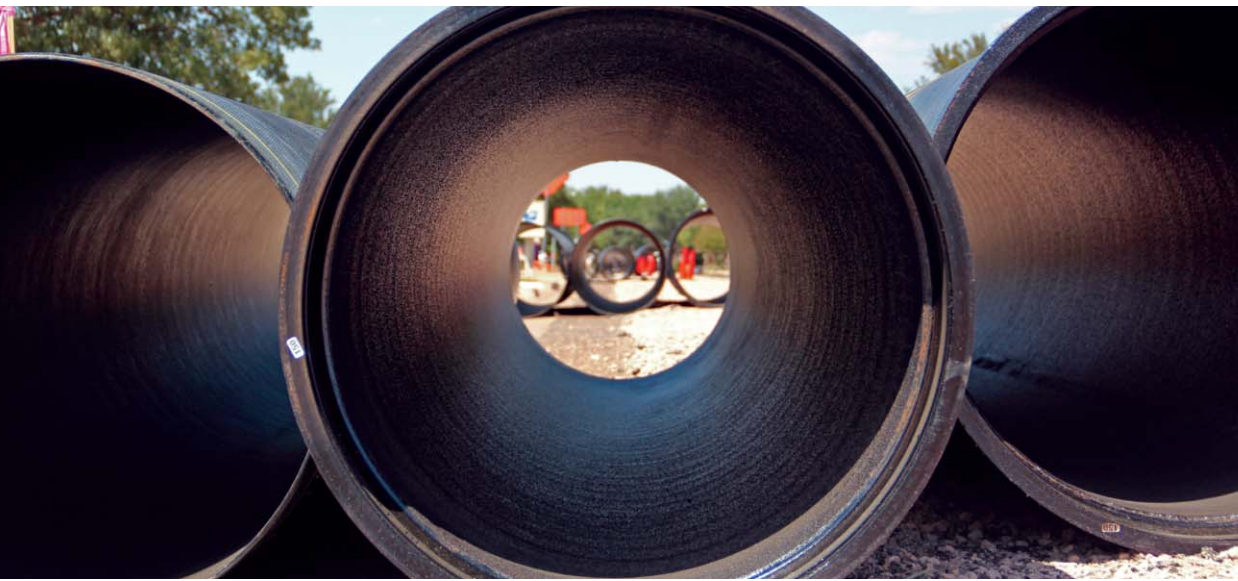
capacity. Finally, at the Pensacola Beach WWTP, our in-house staff completed the de-nitrification filter rehabilitation project. This was a complex project that was completed with in-house forces, saving the ECUA more than \$1 million.

The Water Reclamation Department also incorporates beneficial reuse of the dryer product at the CWRF. The ECUA processes all of its plants' biosolids at the CWRF, producing a beneficial product that serves as a soil amendment and is sold to an outside contractor. This year, ECUA rebid the contract for sale of the biosolids dryer product, tripling the previous contract price, and providing ECUA with an enhanced revenue stream.



## UTILITY OPERATIONS: Maintenance & Construction

The Utility Operations' Maintenance & Construction (M&C) Department had an extraordinarily busy year during FY 2012.



Charged with the responsibility of maintaining much of the ECUA's utility system infrastructure and facilities, along with construction projects related to improving and expanding the Authority's system, the Department completed some major facility upgrades while keeping the utility system in peak operating condition. The M&C staff began using an enterprise asset management (EAM) system, incorporating all of the water reclamation facilities, lift stations, generators, odor control devices, water well maintenance, facilities maintenance and SCADA divisions for all maintenance work orders. The EAM system tracks and maintains data and records for all of these operational functions.

The M&C Department staff dedicated major efforts at various ECUA facilities this year. The following is a summary of those efforts at the various locations.

### Central WRF

Staff oversaw a complete rework of the Biosolids Dryer #1 due to erosion issues, including a total disassembly of the dryer's inner components and relining of the shell with an abrasion-resistant material, replacement of the bearings, hardening the surface of the dryer's paddle blades, and realignment of the shafts. During this time, staff had the

opportunity to rework and modify a number of the other dryer components, creating a more robust and reliable system.

The Plant Maintenance (PM) staff also replaced and upgraded many of the mixer gearboxes in the plant's Biological Nutrient Removal (BNR) basins due to bearing failure. The PM Division also redesigned the attachment mechanism for the mixer shaft that connects the individual mixer blades, providing a more reliable mixer assembly.

The CWRf site has proven to be vulnerable to lightning strikes. For that reason, the M&C staff has installed extensive lightning and power surge protection devices throughout the plant. We also successfully upgraded the communications network between the CWRf and the Regional Lift Stations to incorporate fiber optics, eliminating failures caused by lightning events.

Other improvements include: modification of the headworks (where flows enter the facility) to achieve better screening; construction and installation of a temporary septage receiving bar screening system, which works in concert with the new septage treatment equipment relocated to the CWRf from the former Main Street WWTP; and change-out of pump-drive motors to enable ECUA to meet the expanded reclaimed water demands of one of our

industrial reuse partners. The new high-efficiency motors qualified for an incentive rebate from the power company.

### Regional Lift Stations (RLS)

The M&C staff worked to replace the original air conditioning units at the Government Street RLS with two larger units, to provide necessary redundancy in the cooling system. The two units removed from the Government Street RLS were installed at the Pipeline Road RLS to provide critical station redundancy. The pumps at the Government Street and Moreno Street RLSs were repaired under warranty to re-apply a ceramic coating, preventing abrasion of the pump components.

### Pensacola Beach WWTP

One of the most complex accomplishments completed this year was the demolition of the old denitrification filters at the Pensacola Beach WWTP and subsequent installation of six new stainless steel tanks and filter vessels. The professionalism and mechanical skills of the PM staff provided the confidence for completing this project in-house, reaping an estimated savings of over \$1 million to the ECUA, with no service interruption at the facility.

### Wastewater Collection System

Collection system components are typically exposed to a very harsh operating environment, often needing specialized maintenance. The M&C staff operates and maintains more than 370 lift stations. This year, we upgraded and rehabilitated three of our major lift stations, and installed rail systems at 14 others, providing a safety enhancement for employees.

The collection system setting also typically contains hydrogen sulfide and other gases, which produce odors and a corrosive environment when concentrations are at high levels. Control of these gases helps to reduce or eliminate odor complaints and corrosion-related infrastructure issues. The M&C staff converted 15 lift stations from an older chemical feed system to a new chemical additive, providing better control of the hydrogen sulfide gas. The odor control program also includes 26 separate locations with media-filled scrubbers, which are serviced and maintained by the M&C staff. Finally, the scrubber media was changed-out at the Government Street and Pipeline Road RLSs, and in all of the odor control canisters along the entire CWRf transmission main.



## EXECUTIVE STAFF



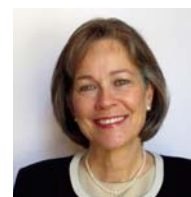
**Debra Buckley, MBA**  
Director of Finance



**Ernest Dawson, MSOM**  
Director of Regional Services



**Bill Johnson, PE/LS**  
Director of Engineering



**Cindy Sutherland, BS, SPHR**  
Director of Human Resources and Administrative Services



**Tom Dawson, Jr., PE**  
Director of Water Production



**Don Palmer, PE**  
Director of Water Reclamation



**Nettie Williams, BS**  
Director of Customer Services



**Randy Rudd, BS/CISWM**  
Deputy Executive Director Shared Services



**Tim Haag, MPA**  
Director of Communications & Government Affairs



**Gerry Piscopo, BSME**  
Director of Maintenance/Construction Utility Operations



**Nathalie Bowers, DFM, CBC**  
Public Information Officer



**Edward (Ned) McMath, PE**  
Deputy Executive Director Utility Operations



**Stephen P. Holcomb, PE**  
Director of Wastewater Infrastructure



**David Roberts, BS**  
Director of Information Technology



**James Roberts**  
Public Information Officer  
Three-time recipient of Edward R. Murrow Award

## EXEMPLARY EMPLOYEES



**Joe's energy, drive and passion for the job set him apart. His professionalism and devotion made him the clear choice for the 2012 Supervisor of the Year. Congratulations, Joe.**

### 2012 Supervisory Employee of the Year Joe H. Tindall, Lift Stations Supervisor

Joe exhibits uncommon enthusiasm and passion for his job, which are contagious, and generate amazing results within his division.

Joe inspires his employees to strive to be the best. He leads by example and does not ask his staff to perform any task that he himself would not undertake, or could not do. If the situation demands it, Joe is always ready to roll up his sleeves and work alongside his employees. He is knowledgeable about every aspect of a lift station's operation and has the knack of being able to convey this valuable knowledge easily and accurately.

Placing the Central WRF into operation required the upgrade and extensive rehabilitation of 25 ECUA lift stations within the system. This work was complex and difficult, balancing the need to maintain sewer service during construction with the prevention of sewer overflows. Joe coordinated closely with contractors to ensure there were no spills or interruptions of service, underscoring his crews' readiness and ability to successfully handle the unexpected.

This diligence was highlighted during a significant force main break at the creek crossing, outside lift station 11 on Green Briar Road. Joe was instrumental in finding the breach, coordinating the first response, and he worked around the clock coordinating tankers and work efforts until a temporary bypass could be installed. This prevented further overflows into the creek until the force main could be repaired permanently.

### 2012 Employee of the Year Christopher E. Terrell, Industrial Plant Mechanic II

Chris is an Industrial Plant Mechanic II with the Plant Maintenance division within the Utility Operations department. His job involves being able to make sound, intelligent decisions while working under some of the most adverse working conditions.

Chris continues to make tremendous strides, producing high-caliber results. One of his most complex accomplishments is the demolition of the aged denitrification filters and subsequent installation of new stainless steel tanks and filter vessels at the Pensacola Beach Wastewater Treatment Plant (PBWWTP). Through extreme weather conditions and numerous unforeseen setbacks, this project was considered "groundbreaking technology", incorporating a filter complex with inner components that were designed for concrete tanks. Chris's fortitude led a superb team effort, guiding his crew through each step of a tedious process. His willingness to take on this challenge and tackle the project in-house resulted in an estimated \$1 million saving to the ECUA, and no service interruptions at the PBWWTP. Chris also continued to perform his regular duties as an Outlying Plant Mechanic during this assignment.



**Chris has a terrific work ethic, always sets a good example for his team, and regularly goes above and beyond his normal job duties. We proudly honor Chris Terrell as our 2012 Employee of the Year. Congratulations, Chris!**